

**DEPARTMENT OF THE ARMY**  
**Headquarters, Joint Readiness Training Center and Fort Polk**  
**Noncommissioned Officer Academy**  
**Fort Polk, Louisiana 71459-5000**

**8 November 2000**

**FORT POLK NONCOMMISSIONED OFFICER ACADEMY**  
**STUDENT PREPARATORY GUIDE**

---

**TABLE OF CONTENTS**

**Chapter 1-Introduction**

Purpose 1-1  
Applicability 1-2  
Length 1-3  
History 1-4  
History of the Noncommissioned  
Officer Academy 1-5  
Mission 1-6  
Creed of the Noncommissioned Officer 1-7  
Leader's Code 1-8  
The Honor System 1-9

**Chapter 2 - Administrative Information**

Purpose 2-1  
General 2-2  
Student Notification 2-3  
Orientation 2-4  
Inprocessing 2-5  
Releases Prior to Completion of the Course 2-6  
Service School Academic Evaluation Report 2-7  
Graduation 2-8  
Financial Considerations of PLDC Course  
Attendance 2-9

**Chapter 3 - General Policies**

Purpose 3-1  
General 3-2  
Off-Limits Areas 3-3  
POV 3-4  
Items not Authorized or Allowed 3-5  
Alcohol Consumption 3-6  
Commandant's Open Door Policy 3-7  
Visitors/Meals 3-8  
Pay and Mail Call 3-9  
Leaves and Passes 3-10  
Student Chain of Command 3-11

Telephone Calls 3-12  
Uniform and Appearance 3-13  
Designated Smoking Areas 3-14  
Customs and Courtesies 3-15  
Conduct in Dining Facility 3-16  
Conduct in Barracks 3-17  
Physical Security 3-18  
Equal Opportunity Policy 3-19

**Chapter 4 - Program of Instruction (POI)**

Mission 4-1  
General 4-2  
Prerequisites 4-3  
Course Length 4-4  
Objectives 4-5  
Curriculum Plan 4-6  
PLDC Blocks of Instruction 4-7  
Evaluation Standards 4-8  
Academic Course Requirements 4-9  
Graduation Standards 4-10  
Appendix A Reference Materials  
Appendix B Clothing and Equipment Checklist  
Appendix C Total Army School System (TASS)  
Unit Pre-Execution Checklist

**Glossary**

MEMORANDUM FOR Students of the Fort Polk NCO Academy

SUBJECT: Introduction and Letter of Welcome

1. I congratulate you on reaching a most important milestone in your career. The mission of the Joint Readiness Training Center and Fort Polk Noncommissioned Officer Academy is to prepare selected promotable specialists, corporals, and conditionally promoted sergeants to perform the duties and execute the responsibilities of Junior Noncommissioned Officers - to teach them how to train and lead the soldiers, who will work and fight under their leadership. Your selection is indicative of your demonstrated performance and future potential.
2. This Student Guide provides an overview of the Academy and articulates our prescribed policies and procedures. This guide will prove invaluable before and during your attendance at the Academy. Complete knowledge and understanding of its contents are essential to successful completion of your course.
3. The Army is a value-based institution set on the bedrock of BE, KNOW, DO. The Academy is committed to developing those professional Army values and leader attributes, which will instill self-confidence and the sense of responsibility required of a military leader. In essence, our mission is to develop your professional Army values and leader attributes in order for you to willingly assume and carry out all the duties and responsibilities of a Noncommissioned Officer.
4. Upon arrival you will be placed in a sterile training environment. The Academy will supply the necessary tools, but you must perform the work. As a student you must devote all your time and energy to the course of instruction. The Cadre will not condone negative attitudes or performance.
5. We welcome and wish you an enjoyable, challenging, and professionally rewarding tour at the Academy. The Academy staff stands ready to assist you.
6. *Train to lead.*

/S/  
JOEL F. COCHRANE  
CSM, USA  
Commandant

## **Chapter 1**

### **Introduction**

**1-1. Purpose.** This chapter provides information and assistance concerning attendance to the Primary Leadership Development Course (PLDC). The PLDC is the only course available at the Fort Polk Noncommissioned Officer Academy.

**1-2. Applicability.** This Student Guide applies to all units and activities assigned or attached to the JRTC and Fort Polk, and students of the Noncommissioned Officer Academy.

**1-3. Length.** The PLDC is 4 weeks (30 Days) in duration.

**1-4. History.** This is the 3d printing of this publication.

**1-5. History of the Noncommissioned Officer Academy.** The Noncommissioned Officer Academy was first organized and operated by the 40th Armored Division, Texas National Guard, when it was called to active Federal Service in 1961. In December 1961, the Academy was designated as the Fort Polk Noncommissioned Officer Academy. On 1 July 1975, the Academy was redesignated as the United States Army 5th Infantry Division Noncommissioned Officer Academy, and the first enlisted Commandant was assigned. On 24 November 1992, the Academy was redesignated as the Fort Polk Noncommissioned Officer Academy with the deactivation of the 5th Infantry Division (Mechanized).

**1-6. Mission.** The mission is to prepare selected specialists (SPC) promotable (P)/corporal (CPL) (P) and sergeants (SGT) to perform the duties and execute the responsibilities of junior NCOs.

# ***The NCO Creed***

*No one is more professional than I. I am a Noncommissioned Officer a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.*

*Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind --- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.*

*Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!*

## 1-8 Leader's Code.

*I became an Army leader by what I do.*

*I know my strengths and my weaknesses, and I strive constantly for self-improvement.*

*I live by a moral code and set an example that others can emulate.*

*I know my job, and I carry out the spirit as well as the letters of the orders I receive.*

*I take the initiative and seek responsibility; and I face any situation and make my decisions as to the best course of action. No matter what the results, I will assume full responsibility.*

*I train my soldiers as a team, and I lead them with tact, enthusiasm, with justice.*

*I command their confidence and their loyalty. They know I would not consign them to any duty that I myself would not perform.*

*I see that they understand their orders, and I follow through energetically to ensure their duties are fully discharged.*

*I keep my soldiers informed; and I make their welfare one of my prime concerns.*

*These I do selflessly in fulfillment of the obligations of leadership and for achievement of the group's goal.*

**1-9. The Honor System.** Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity (absolute honesty) is a basic attribute demanded of every noncommissioned officer. This personal quality requires, among other things, that “*Your work must be your own.*” Examination and spot quizzes are given throughout the course. Each individual student will prepare presentations. This work is evaluated based on individual effort. Each student's work must be entirely original in every manner. The copying of another student's work violates the intent of the honor system. Students are encouraged to work together, utilizing the team system; however, the final results must be original. The honor system for this Academy does not cease with academic honor and integrity. It also applies to observance and adherence to the rules and regulations set forth by this Academy. To knowingly violate a rule or regulation,

whether or not this violation is discovered, is a discredit to your own word of honor. It is the soldier's responsibility, as a student, to immediately report any violation of the honor system directly through the chain of command (student and cadre).

## Chapter 2

### Administrative Information

**2-1. Purpose.** This chapter outlines the administrative information necessary to prepare for, attend, and successfully graduate from the Noncommissioned Officer Academy.

**2-2. General.** Soldiers must qualify for attendance by meeting the prerequisites outlined in United States Army Training and Doctrine Command (TRADOC) Regulation (Reg) 351-17, TRADOC Reg 351-1, this Student Guide (Chapter 4), and be placed on the unit's Order of Merit List.

**2-3. Student Notification.** Soldiers must be notified 6 weeks prior to attending (soldiers may waive, in writing, the 6-week period). They complete a Pre-requisite Commander's Checklist for Attendance (TASS Form) (Appendix C), and have their clothing and equipment inventoried using the Clothing and Equipment Checklist, Primary Leadership Development Course (Appendix B).

**2-4. Orientation.** (Day 1) Soldiers listed as primary and alternate must attend their class orientation; the Schools NCOs will also attend the orientation. The orientation's date, time, and location will be announced in the JRTC and FP Bulletin as well as the Post newspaper, the Guardian. Soldiers must bring a completed Total Army School System Form (TASS), current APFT, Body Fat for Females (DA Form 5500R), and Body Fat for Males (DA Form 5501R), if applicable to those not meeting the Army's height and weight standards. Sponsors will not attend.

#### **2-5. Inprocessing.** (Day 1)

- a. Soldiers listed as primary at the orientation will report directly to their squad classroom.
- b. Sponsors will report to Warrior Brigade Dining Facility at 1300 on Day 1 for sponsor briefing.
- c. When reporting, students must have the following:
  - (1) Individual weapon (TDY students exempt).
  - (2) All clothing and equipment, with a copy of the Clothing and Equipment Checklist, Primary Leadership Development Course (Appendix B), signed by their immediate supervisor.
  - (3) All students will have a TASS Form completely filled out and signed by the first sergeant and commander. They will ensure the information on this form is correct, or the soldier will not be allowed to enter the course.

#### **2-6. Releases Prior to Completion of the Course.**

a. There are four areas in which a student may be released prior to graduation. They are as follows:

(1) Administrative/Medical: Will result from emergency, compassionate, or medical reasons that arise during the course. These are causes beyond the student's control, which prohibit the soldier from completing the course.

(2) Motivational: May result after counseling, concerning attitude and/or motivation, which proves to be unsuccessful.

(3) Disciplinary: Will be released for violations of the Uniform Code of Military Justice (UCMJ), conduct unbecoming of a noncommissioned officer, and/or infractions of the Academy's policies.

(4) Academic Release: Students failing an initial test and re-test will be released from the course.

(5) IAW MILPER Message 00-70 dated 1 December 1999, soldiers with valid ATRRS reservations who fail to show for scheduled class through their own fault, who fail to meet weight control standards IAW AR 600-9, or who are released for disciplinary, academic, or motivational reasons will be immediately removed from the recommended promotion standing list and order of merit list (OML).

b. Students released for disciplinary or motivational reasons will not be allowed to re-enter the course for 6 months.

c. Students released for administrative or medical reasons may re-enter the very next course following their release after coordination between the soldier's chain of command and the Academy Commandant.

#### **2-7. Service School Academic Evaluation Report** (DA Form 1059), AR 623-1.

a. The Academic Evaluation Report is designed to portray the accomplishments and potential that an individual demonstrates while attending an NCOES.

b. The Academy prepares the DA Form 1059 before graduation. Distribution of the Academic Report is as follows:

(1) Original: Forwarded to the United States Army Enlisted Records and Evaluation Center, Indianapolis, Indiana.

(2) Copy Two: Forwarded to the soldier's Military Personnel Records Jacket (MPRJ).

(3) Copy Three: Filed at the Academy.

(4) Copy Four: Given to the graduate upon completion of the Graduation Ceremony.

**2-8. Graduation.** A graduation ceremony honoring students who successfully complete the course of instruction will be conducted on Day 30 of the course. Qualifying students will receive individual awards at the completion of PLDC. Prior attendees who have been released for either academic failure or disciplinary reasons do not qualify to receive awards. Students receiving honors are designated as:

- a. Distinguished Graduate (one from each class).  
Awards: Distinguished Graduate Diploma, United States Army Commendation Medal (ARCOM) from the Commanding General, The Michael Garmen Statute from the 2<sup>nd</sup> Armored Cavalry Regiment, a \$100 dollar cash certificate from USPA, a gold watch from GEICO, the Fort Polk and JRTC CSM's Coin Of Excellence, the Commandant's Coin of Excellence, and the achievement will be reflected on the Academic Evaluation Report.
- b. Honor Graduate.  
Awards: Honor Graduate Diploma, Army Achievement Medal (AAM) from the Commanding General, a \$50 dollar Savings Bond from the VFW, a Millenium Silver Dollar from Extra-Space Storage and U-Haul, the Fort Polk and JRTC CSM's Coin Of Excellence, the Commandant's Coin of Excellence, and the achievement will be reflected on the Academic Evaluation Report.
- c. Leadership Award (one is chosen in each class).  
Awards: The Brigadier General Sharp Award from Warrior Brigade, Department of the Army Certificate from the Warrior Bde Commander, Iron Mike Statue from Barksdale Federal Credit Union, the Fort Polk and JRTC CSM's Coin Of Excellence, the Commandant's Coin of Excellence, and the achievement will be reflected on the Academic Evaluation Report.
- d. Army Physical Fitness Test (APFT).  
Awards: The Physical Fitness Award from the Fort Polk Sergeant Major Association, the Fort Polk and JRTC CSM's Coin Of Excellence, and the achievement reflected on the Academic Evaluation Report.
- e. Commandant Inspection Winner.  
Awards: Certificate of Achievement from the Commandant, the Fort Polk and JRTC CSM's Coin Of Excellence, the Commandant's Coin of Excellence, and the achievement reflected on the Academic Evaluation Report

**2-9. Financial Considerations of PLDC Course Attendance.** The PLDC attendance generally comes at a time in a soldier's life when decisions are being made as to the Army as a career. Students are promotable SPCs or CPLs, who will enter into a different category of soldier, that of a professional noncommissioned officer. The "*profession*" of the Noncommissioned Officer Corps may be compared to many professional organizations such as the American Medical Association (AMA). Success and career progression sometimes require "*investment*." Soldiers who add to their professional knowledge, appearance, and conduct by investing in the "*tools of the trade*" will have a professional edge. Some costs associated with the PLDC are as follows:

- a. Uniforms. Some soldiers find it necessary to purchase all brand new uniforms at considerable expense. The standards of uniform appearance and wear is the same at the Noncommissioned Officer Academy as anywhere else in the Army. Army Regulation 670-1 outlines the standards. If a soldier must buy new uniforms to meet the standards, do so.
- b. Rations. If a soldier is on separate rations, the unit will ensure soldiers are issued temporary meal cards prior to attending the course. A soldier should plan for the loss in family income. All meals will be available to the soldier; therefore, saving the family budget.
- c. Graduation Ball. Formal ceremony conducted prior to graduation. Attendance is mandatory for all students. This function has costs that vary with each student needs. A soldier should consider, in advance of attending the PLDC, to set aside money for this function. When doing so, consider the following:
  - (1) Will a spouse or guest be brought (average cost / meal \$12.00-15.00)? Only the military member plus one guest may attend formal functions (no children). More than one guest must have prior approval within the first 2 weeks of the course.
  - (2) Will childcare be needed?
  - (3) The Graduation Ball is formal. Will a purchase of a white shirt and bow tie (at the minimum) be necessary? Will the spouse or guest have additional costs associated with this event (i.e., tux or dress rental/purchase or hair styling)?





## Chapter 3

### General Policies

**3-1 Purpose.** This chapter outlines the general policies of the academy, and explains the standards of behavior, conduct, and performance that are expected of all students. Violation of these policies may result in the student being released from the academy.

**3-2. General.** In order to develop a sense of responsibility, each student will be managed as a noncommissioned officer. The program is designed to test each student everyday in all aspects of performance. Students must organize their teams, squads, and themselves to carry out assigned tasks with the highest standards of performance. The goal of this academy is professional performance, and all students are expected to strive to meet that goal.

#### 3-3. Off-Limits Areas.

- a. Female rooms are off limits to male personnel except during formal inspections.
- b. Male rooms are off limits to female personnel except during formal inspections.
- c. All privately owned-vehicles (POVs) are off limits to all student personnel. The senior small group leader (SSGL) may grant permission for students to retrieve needed items from their vehicle. This will be an exception not the norm.
- d. Sitting in or retrieving items from an unofficial visitor/sponsor's POV is off limits.
- e. Students will not depart the academy area without permission from the Commandant or Deputy Commandant.

**3-4. POV.** Parking of POVs is unauthorized in the Academy area unless approved by the Commandant or Deputy Commandant.

#### 3-5. Items Not Authorized or Allowed.

- a. Privately-owned weapons (guns, unauthorized knives or weapons).
- b. Controlled substances. Any current prescribed medications must be brought to the SGL's attention.
- c. Liquid polish (i.e., edge dressing, dye).
- d. Flammables (i.e., paint, paste wax, lighter fluid).
- e. Radios, compact disc (CD) players, tape players, or Walkmans.
- f. Food or soft drinks in barracks area (except in the dayroom).

- g. Sunglasses.

- h. Fans.
- i. Any item not listed on the Clothing and Equipment Checklist, Primary Leadership Development Course, and/or issued by the Academy.
- j. Exceptions: clocks/clock radios, additional personal hygiene items, irons, ironing boards, laundry soap, or authorized sunglasses. Any other exceptions must be requested in writing.

**3-6. Alcohol Consumption.** Students are prohibited from alcohol use during the entire duration of the course.

**3-7. Commandant's Open Door Policy.** All students will seek resolutions to their problems through the chain of command. If a problem cannot be solved in this manner, or if it is of a personal nature, students may see the Commandant at any time by notifying their SGL and cadre chain of command. No one may or will keep a student from seeing the Commandant.

#### 3-8. Visitors/Meals.

a. Members of the student's unit chain of command are encouraged to visit with their student during lunch and dinner meals in the Dining Facility (DFAC). Arrangements must be made a minimum of 24 hours in advance by calling the Noncommissioned Officer Academy, Operations Section, 531-6336/4998.

(1) Due to limited space in the DFAC, the Academy can only allow a maximum of 10 visitors for each of the two meals. A unit may only have 2 visitors per meal.

(2) Members of the unit are restricted to the student's sponsor, immediate supervisor, platoon sergeant, platoon/section leader, first sergeant, CSM, and commander.

b. Unofficial visitors are restricted due to a very intense training schedule. While official visits are possible, they will be limited to 60 minutes or less depending on the training schedule. Prior coordination must be made prior to observing training. The Chief of Training will determine the need. No unit members will be allowed to visit actual testing sites, i.e., Land Navigation Course, Written Examinations.

**3-9. Pay And Mail Call.** Students must make arrangements with their unit for pay and mail.

NCOA Mailing Address:  
Student #, Rank and Name, Platoon  
22<sup>nd</sup> St., Fort Polk, LA 71459

#### 3-10. Leaves And Passes.

- a. Students may be granted emergency leave by their unit only after verification with the Red Cross. The student's commander must request release through the Commandant.
- b. Ordinary leaves will not be granted.
- c. The Commandant is the approving authority for any student being released from the course.

### **3-11. Student Chain of Command.**

- a. Student Squad Leader
- b. Small Group Leader
- c. Senior Small Group Leader
- d. Chief of Training
- e. Deputy Commandant
- f. Commandant

### **3-12. Telephone Calls.**

- a. Military telephones are for official business.
- b. Commercial calling card phones (non-coin operated) are located in the academy area for personal calls.
- c. Defense Switching Network (DSN) lines are available throughout the academy for official calls only.

### **3-13. Uniform And Appearance.**

- a. The standard duty uniform at the academy is the Battle Dress Uniform. All student personnel will wear the uniform while in the academy area in accordance with AR 670-1.
- b. (TDY Personnel) Civilian clothes are not authorized for wear throughout the duration of the course.
- c. The Physical Fitness Uniform (PFU) is the only authorized PT uniform. The only exception is when worn in the barracks during off-duty hours, to include standing outside the barracks in the designated smoking area. PFU will be complete when worn.
- d. Foot gear must be in accordance with AR 670-1. The student must have at least one pair of all leather boots (no tanker boots are authorized).
- e. Appearance and uniform wear standards of AR 670-1 are enforced. Students will be permitted to wear their organizational headgear while at the PLDC.

**3-14. Designated Smoking Areas.** Use of tobacco products is allowed only in designated smoking areas. The designated smoking areas are as follows:

- a. Outside the classroom in an area designated by the instructor.
- b. Outside the barracks in an area designated by the instructor.

c. *STUDENTS WILL NOT USE ANY TOBACCO PRODUCTS INSIDE ANY BUILDINGS AT ANY TIME.*

### **3-15. Customs And Courtesies.**

- a. Upon entering a building, headgear will be placed in the left hand.
- b. Students will stand at "*Parade Rest*" when addressing Noncommissioned Officers.
- c. The student in charge or the senior student in charge will call "*At Ease*" when approached by a Noncommissioned Officer, senior to them, who desires to address the group or an individual student.
- d. Students will not call "*At Ease*" in the classroom, barracks or anywhere a class/training is being conducted. J
- e. Students will call "*At Ease*" in the classroom, barracks, or anywhere when activities other than a class/training are being performed.
- f. Students will stand at "*Parade Rest*," in the dining facility line, supply room line, arms room line, or while waiting to turn keys into the Academy's Headquarters.

**3-16. Conduct in Dining Facility.** Students fill the dining facility from front to rear, starting on the right side. Headgear will not be placed on tables nor the serving line.

### **3-17. Conduct In Barracks.**

- a. While the barracks is an area for students to relax, study, and sleep, conduct in the barracks will continue to remain professional.
- b. Students will maintain a state of dress in the barracks until they retire for the evening. The minimum dress outside the shower is the PFU, including while sleeping.
- c. No one is allowed out of the barracks after 2230.
- d. Indiscriminate bed checks will be conducted. The SDNCO is authorized to conduct an accountability formation.
- e. Room lights will be turned off in the barracks at 2230. Hallway lights will be left on during periods of darkness.
- f. The barracks will be secured when not occupied.

### **3-18 Physical Security** (next page).

- a. Students will keep their personal drawers locked at all times when not in their rooms.
- b. Students will secure all their valuables in their personal drawer before they retire each evening.
- c. When not secured in the Academy's Arms Room, students will maintain physical control (hands

on) of their weapon at all times, unless directed otherwise by the academy's cadre or a student leader in the performance of their duties. Weapon security is an individual and leader's responsibility.

**3-19. Equal Opportunity Policy.** The Noncommissioned Officer Academy is committed to providing a training environment of equal opportunity and treatment for students without regard to race, color, religion, gender, or national origin, and to provide an environment free of sexual harassment. Students with complaints or concerns will be referred to the NCO Academy Equal Opportunity Representative (EOR).

---

## Chapter 4

### Program of Instruction (POI)

**4-1. Mission:** The PLDC is a single entry level Noncommissioned Officer Leadership Course. The major thrust of PLDC is to prepare selected SPCs (P), CPLs (P) and SGTs to perform the duties and execute the responsibilities of junior noncommissioned officers, and to teach them "*How To*" train and lead the soldiers who will work and fight under their supervision.

#### 4-2. General.

a. The PLDC is the first step in the Noncommissioned Officer Education System. It represents the soldier's first return to formal schooling after Advanced Individual Training (AIT), and is aimed at soldiers about to pin on sergeant's stripes. The Army expects sergeants to be technically and tactically proficient, to enforce standards, and to train and take care of soldiers. The PLDC provides the basic tools to do what is expected, and the background to create winning units.

b. The PLDC is a prerequisite for attending the Basic Noncommissioned Officer Course (BNCOC). It is a non-military occupational specialty (MOS) specific leadership course conducted at regional Noncommissioned Officer Academies in the Continental United States (CONUS) and overseas. Students will live-in at the Noncommissioned Officer Academy, which will operate on a 24-hour basis.

c. The course is designed to provide the foundation of leadership training by training noncommissioned officers to teach and lead the soldiers that work and fight under their leadership. Emphasis is on *training the trainer to train*. The course provides students with opportunities to

demonstrate and practice what they learn in a fast-paced and challenging atmosphere. They are placed in leadership positions under various conditions and evaluated on their leadership abilities. Only those students, who can prove that they have the capability and desire to lead and potential and motivation to succeed as noncommissioned officers, will graduate from the PLDC.

**4-3. Prerequisites.** Prerequisites for attendance are soldiers who are active duty or reserve component members; meet the physical fitness and weight standards outlined in AR 351-1, AR 350-15, and AR 600-9; are eligible for reenlistment; have 6 months time in service remaining upon completion of the course; are recommended by the immediate commander and placed on the unit order of merit list.

**4-4. Course Length.** Primary Leadership Development Course is a 4-week course conducted 7 days per week on a 24-hour per day basis. Only national holidays will be observed, requiring an additional training day.

**4-5. Objectives.** The objectives of the PLDC are as follows:

- a. To make junior leaders aware of their responsibilities as noncommissioned officers.
- b. To train junior leaders in the fundamentals and techniques of leadership.
- c. To prepare junior leaders for leadership duty in any environment.
- d. To provide junior leaders knowledge of noncommissioned officer roles in training and leading subordinates.
- e. To prepare junior leaders to train their subordinates.
- f. To provide junior leaders with a thorough understanding of the high personal and professional standards maintained as noncommissioned officers.
- g. To instill increased self-confidence and a sense of responsibility in junior leaders.
- h. To provide junior leaders with tools to develop and sustain an atmosphere of discipline within their teams, squads, or sections.
- i. To provide junior leaders with the ability to sustain the physical fitness of their subordinates.
- j. To provide junior leaders with the knowledge to care for their soldiers and families.

**4-6. Curriculum Plan.** The curriculum plan is divided into six blocks of instruction: leadership, communication skills, supply/maintenance, professional skills, training, and military studies. The

course will culminate with a field training exercise where students demonstrate what they have learned.

#### **4-7. PLDC Blocks Of Instruction.**

a. Leadership: The following are the sub blocks for leadership:

- (1) Introduction to military leadership
- (2) Duties, responsibilities, and authority of NCOs.
- (3) What a leader must Be - Know - Do
- (4) Developmental counseling
- (5) Equal opportunity/sexual harassment
- (6) Soldier team development
- (7) Supervise financial readiness

b. Communication Skills: Sub blocks for communication skills are:

- (1) Commandant's Orientation
- (2) Introduction to PLDC
- (3) Effective communications

c. Supply/Maintenance: Sub blocks for supply/maintenance are:

- (1) Supply
- (2) Conducting maintenance

d. Professional Skills: Sub blocks for professional skills are:

- (1) Physical Fitness Training
- (2) Drill and ceremonies
- (3) Wearing of the uniform
- (4) Planning and conducting inspections
- (5) Identify the Historical Progression and Contributions of the NCO Corps

(6) Maintaining discipline

e. Military Studies: Sub blocks for military studies are:

- (1) Field hygiene and sanitation
- (2) Combat orders
- (3) Introduction to Multiple Integrated Laser Engagement Systems (MILES)

- (3) Basic Rifle marksmanship
- (6) Protect against an NBC attack
- (7) Map reading
- (8) Land navigation

f. Training: Sub blocks for training are:

- (1) Training the Force
- (2) After-Action Review (AAR)
- (3) Risk Management

g. Individual Studies: Sub blocks for individual studies are:

- (1) Study hall
- (2) Training support activity
- (3) Student counseling

h. Field Training Exercise: Sub blocks for field-training exercise are:

- (1) Small unit tactics
- (2) Field training exercise

#### **4-8. Evaluation Standards.**

a. The evaluation process is designed to look at the "whole soldier"-- attitude, physical conditioning, leadership ability, and ability to work with others. This evaluation is primarily a subjective process arrived by observation and analysis. The emphasis will always be on identifying and developing potential leaders.

b. The evaluation and AAR are a continuous process in the PLDC. The cadre evaluates the student in each leadership position the student occupies. Also, the cadre conducts AARs with the students, and reviews their ability to perform assigned tasks as measured against training standards.

c. The cadre also conducts AARs and evaluates students when they are not in a leadership position. Any demonstration of a leadership characteristic, by a student, will result in positive feedback from the cadre.

d. Tests consist of Written Examinations and Performance Evaluations. In either case, students are scored a "Go" or "No-Go", based upon performance. A Student Record of Training lists each subject area and is maintained and posted to their individual course attendance records.

**4-9. Academic Course Requirements.** The academic course requirements are as follows:

a. Army Physical Fitness Test Performance Examination

b. Written Examination 1: Leadership

c. Written Examination 2: Leadership

d. Written Examination 3: Map Reading

e. Individual Training Sessions

f. Physical Fitness Training Performance Exam

g. Drill and Ceremonies Performance Exam

h. Land Navigation Performance Exam

i. Leadership Evaluation (Garrison)

j. Leadership Evaluation (Field)

**4-10. Graduation Standards.** The determination of satisfactory completion of the course rests with the instructors and the Commandant, based on satisfactory completion of each subject area. A soldier who receives a "No-Go" on either a Written Examination or Performance Evaluation is retrained and will receive a retest. A passing score of 70 percent is required on written examinations. Students must receive a "Go" to successfully complete Performance Evaluations. One retest may be administered for any examination or evaluation. If the student does not receive a "Go" on the retest, the student's record is appropriately annotated, and

the student will be eliminated from the course in accordance with AR 351-1.

## **Appendix A**

### **Reference Materials**

LISTED BELOW ARE THE PRIMARY REFERENCE MATERIALS UTILIZED DURING THE PRIMARY LEADERSHIP DEVELOPMENT COURSE. THESE MATERIALS WILL BE USEFUL IN PREPARING FOR THE COURSE.

1. AR 600-20, Enlisted Personnel Management System.
2. AR 623-205, Enlisted Evaluation Reporting System (Personnel Evaluation Update most current).
3. AR 670-1, Wear and Appearance of Army Uniform and Insignia.
4. AR 735-5, Policies and Procedures for Property Accountability.
5. DA Pam 350-21, Family Fitness Handbook.
6. DA Pam 600-25, U.S. Army NCO Professional Development Guide.
7. DA Pam 710-2-1, Using Unit Supply System Manual Procedure.
8. TC 22-6, Army NCO Guide.
9. Army Training and Evaluation Program (ARTEP) 7-8 MTP, Mission Training Plan for the Infantry Rifle Platoon and Squad.
10. Soldier Training Program (STP) 21-1, SMCT Skill Level I.
11. Soldier Training Program (STP) 21-24, SMCT Skill Level 2 through 4.
12. Current Unit Supply Update.
13. Current Maintenance Management Update.
14. GTA 5-2-12, Coordinate Scale and Protractor.
15. FM 7-7, The Mechanized Infantry Platoon and Squad.
16. FM 7-8, Infantry Rifle Platoon and Squad.
17. FM 21-10, Field Hygiene and Sanitation.
18. FM 21-20, Physical Fitness Training, Chapters 1 through 4.
19. FM 21-26, Map Reading and Land Navigation.
20. FM 22-5, Drills and Ceremonies.
21. FM 22-100, Military Leadership.
22. FM 22-102, Soldier Team Development.
23. FM 23-9, M16A1/A2 Rifle Marksmanship.
24. FM 25-100, Training the Force.
25. FM 25-101, Battle Focused Training.
26. FM 100-5, Operations.
27. Technical Manual 10-227, Fitting of Army Uniforms and Footwear.

**Appendix B Clothing and Equipment Checklist**  
**ALL STUDENTS MUST REPORT WITH**  
**MEDICAL RECORDS**

#	Description	Req.	M
1.	Adapter, Blank Firing (M16a1/A2)	1	
2.	Authorized Awards And Decorations	1 Set	
3.	Bag, Barracks	2	
4.	Bag, Duffel	1	
5.	Bag, Waterproof	2	
6.	Band, Helmet, Camouflage Cover	1	
7.	Belt, Individual Equipment	1	
8.	Belt, Trousers Black (Note 1)	2	
9.	2 – Quart Canteen, w/ cover / strap	1	
10.	Boots Black Leather (Send Note 2)	2 Pair	
11.	Buckle, Belt, Black Open-Face	1	
12.	Canteen, Water	2	
13.	Cap, Camouflage (BDU) (1 Summer/1 Winter)	2	
14.	Tent Poles (3 ea.), Tent Pins (5 ea.) (See Note 5)	1	
15.	Carrier, Entrenching Tool	1	
16.	Case, Field First Aid W/ Dressing	1	
17.	Case, Small Arms Ammunition	2	
18.	Coat, Black, All Weather	1	
19.	Tent Rope	1	
20.	Coat, Camo Cold Weather Field Jacket	1	
21.	Cover, Helmet Camouflage	1	
22.	Cover, Canteen Water	2	
23.	Cup, Canteen	1	
24.	Distinctive Unit Insignia	3	
25.	*Drawers, Cold Weather (Brown Polypro)	2	
26.	Ear Plugs, W/ Case	1 Pair	
27.	Entrenching Tool, Combination	1	
28.	Flashlight, W/ Batteries	1	
29.	Gloves, Leather Black Dress	1 Pair	
30.	Helmet, Kevlar	1	
31.	item deleted		
32.	* Inserts, Glove, Wool Og208	2 Pair	
33.	*Gloves, leather shells	1 Pair	
34.	Insignia, U.S.	1	
35.	Insignia Branch Of Service	1	
36.	Insignia Grade Pin-On Brass	As Req	
37.	Kit, Cleaning M16	1	
38.	Kit, Personal Hygiene	1	
39.	Tent, Shelter Half	1	
40.	Lock, Key Or Combination	2	
41.	Mask, Chemical Protective	1	
42.	Mattress, Pneumatic Or Pad	1	
43.	Magazine, M16a1/A2	7	
44.	Coat, Camo Hot Weather (BDU)	2	
45.	Coat, Camo Temp Weather (BDU)	2	
46.	Nameplate, Plastic	2	
47.	Necklace, Tag Id W/ Long & Short Chain	2 Each	
48.	Overshoes, Rubber	1 Pair	
49.	Parka, Trouser Wet Weather	1 set	
50.	item deleted		
51.	Personal Hygiene Articles	1	
52.	Poncho	1	
53.	Protractor, GTA 5-2-12, 1981 Coord. Scale	2	
54.	Rucksack (Note 4)	1	
55.	Reflective Belt	1	
56.	Trousers, Camo Cold Weather (BDU)	2	
57.	Shirt, Grey-Green 415, Long Sleeve	1	
58.	Shirt, Grey-Green 415, Short Sleeve	2	
59.	Shoes, Athletic Running	1 Pair	
60.	Shoes, Shower	1 Pair	
61.	Sleeping Bag	1	
62.	Socks, Wool OG 508 (Black Or Green)	7 Pair	
63.	Socks, Athletic (White) Crew Length	3 Pair	
64.	Suspenders, Individual Equipment Belt	1	

#	Description	Req.	M
65.	Net, Mosquito	1	
66.	Towel, Bath White Or Brown	4	
67.	Trousers, Camouflage Temp Weather BDU	2	
68.	*Undershirt, Cold Weather (Brown polypro)	2	
69.	Undershirt, Cotton Brown	7	
71.	PFU Sweatshirt	1	
72.	PFU Sweatpants	1	
73.	PFU Trunks	2	
74.	PFU T-shirt	2	
75.	* PT Cap, Black	1	
76.	Washcloth, White Or Brown	4	
77.	Eye Glasses and Inserts, Military issue (if applicable)	2	
78.	Lensatic compass	2	
79.	Camouflage Stick/Compact Kit	1	
80.	Wrst Watch	1	
<b>Following Is Mandatory Clothing And Equipment For Male Soldiers:</b>			
81.	Buckle, Belt, Solid Brass	1	
82.	Coat, AG 489 Or 491	1	
83.	Drawers, Cotton, Boxers Or Briefs	7	
84.	Necktie, Cotton/Polyester Black( Four-in-hand)	1	
85.	Shoes, Oxford Black	1 Pair	
86.	Socks, Cotton Black	3 Pair	
87.	Trousers, AG 489 Or AG 491	1 Pair	
88.	Shirt, dress, white (long sleeve)	1	
89.	Necktie, black, bow	1	
90.	Undershirt, Cotton White	2	
<b>The Following Is Mandatory Clothing And Equipment For Female Soldiers:</b>			
91.	Brassieres, White, Black Or Neutral	7	
92.	Coat, AG 489/491 Army Green	1	
93.	Handbag, Black	1	
94.	Panties, Cotton, Black, White Or Neutral	7	
95.	Necktab, Black Service	1	
96.	Shoes, Black Pumps	1 Pair	
97.	Shoes, Black Oxford Or Pumps	1 Pair	
98.	Skirt, AG 489/491 Army Green	1	
99.	Slacks, AG 489/491 Army Green	2	
100.	Slip, White Or Neutral	1	
101.	Stockings, Sheer Or Semi-Sheer	3 Pair	
102.	Shirt, dress, white (short sleeve)	1	
<b>The Following is Optional in Lieu of the Physical Fitness Uniform (PFU) and Must be Complete if Used</b>			
	Improved Physical Fitness Uniform consisting of the following items:		
103.	Gray and Black Jacket	1	
104.	Black pants	1	
105.	Black Moisture-wicking trunks	2	
106.	Gray Moisture-wicking Short-sleeved T-shirt	2	
107.	Gray Moisture-wicking Long-sleeved T-shirt	1	
	<b>ARMY BERET</b>		
108.	Beret, Army	1	

## TA-50 Inventory Checklist (PLDC)

(\*) Indicates winter only (winter months November to April)

1. Female soldiers need only one belt.
2. In accordance with AR 670-1, Jungle boots are not a substitute for black leather boots. Black leather boots must be IAW AR 670-1.
3. Bring frame, all straps and belts required for use with the rucksack (ALICE pack).
4. To prevent embarrassing situations after duty hours, soldiers are required to be appropriately attired (not just undergarments) when walking outside of barracks room.
5. Female soldiers will bring two complete sets of tent poles, pegs, rope, and shelter half.

### NOTES:

1. *If the sleeping bag is intermediate or extreme cold, a sleeping bag cover is part of the sleeping bag itself.*
2. *Toilet articles must be of standard size (sample sizes will not be accepted).*
3. *All students are required to sleep in minimum of Physical Fitness Uniform (summer).*
4. *There is absolutely no requirement to buy a new issue of clothing to attend the PLDC. The clothing and equipment must be clean, serviceable, and properly fitted in accordance with AR 700-84, and TM 10-227. The chain of command must inspect the Class A uniform prior to attending the PLDC for proper fit, serviceability, positioning of shoulder sleeve insignia, service stripes and insignia of grade. All authorized awards and decorations must be verified and worn in accordance with AR 670-1.*

REMARKS: *I have inventoried and inspected the Clothing and Equipment listed above and IT IS ALL PRESENT AND SERVICEABLE.*

INDIVIDUAL'S SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

SUPERVISOR'S SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

## TOTAL ARMY SCHOOL SYSTEM (TASS) UNIT PRE-EXECUTION CHECKLIST

The purpose of this document is to assist the unit in preparing soldiers for school attendance while providing one single document with appropriate attachments, for the Training Institutions. This checklist will be completed by appropriate unit personnel, verified and signed by the Unit Commander. Soldier must have a signed pre-execution checklist in his/her possession upon arrival to scheduled class.

NAME: \_\_\_\_\_ SSN: \_\_\_\_\_

UNIT: \_\_\_\_\_ DOR : \_\_\_\_\_

COURSE TITLE: \_\_\_\_\_ START DATE: \_\_\_\_\_

1 <sup>st</sup> Line leaders Initials	Soldier's initials	PART-I----- Pre-execution (D-90 to D-1)
		Coordination between customer unit and TASS unit to identify the soldier by name?
		Soldier in receipt of school / course information?
		Read ahead packets / pre-testing complete? (if applicable)
		All required clothing/equipment IAW School/Course Info Packet
		Soldier demonstrated physical fitness requirement on diagnostic test administered within 30 days of scheduled departure for school (as required).
		Soldier meets Standards of AR 600-9?
		Transportation requirements completed?
		Adequate cash/traveler checks/Government Credit Card?
		Individual Orders received?
		School Mailing address/Telephone numbers received? (for family)
		Ten (10) copies of orders
		Transportation verified/approved (Ticket picked up)
		Current/Valid identification card
		ID Tags (1 pair), Army Value card/tag
		If applicable: Soldier requiring corrective lenses has a set of military prescription eyeglasses and protective mask inserts.
		Notify soldier of requirement to take APFT and be weighed, as required.

Unit POC List:  
 Cdr. B: (     ) \_\_\_\_\_ H: (     ) \_\_\_\_\_  
 1SG: B: (     ) \_\_\_\_\_ H: (     ) \_\_\_\_\_  
 FTM: B: (     ) \_\_\_\_\_ H: (     ) \_\_\_\_\_  
 Unit FAX:(     ) \_\_\_\_\_ Unit Email Address: \_\_\_\_\_



**Army personnel must meet the prerequisites for the course stated in the Army Formal School Catalog (DA PAM 351-4) unless a waiver is obtained. In addition, Army personnel must also satisfy applicable provisions of AR 611 series, AR/NGR 350-1, ATRRS, and other pertinent Army policies and regulations.**

<b>PART II- ROUTINE PREREQUISITES</b>		
<b>TASK</b>	<b>REGULATION DATA</b>	<b>SOLDIER DATA</b>
Minimum Aptitude Score (ASVAB) (enter line score per DA Pam 611-21)		
Meets color vision requirements (if applicable, DA Pam 611-21)		
Physical demand rating/profile (enter PULHES per DA Pam 611-21)		
DA Form 1059 for all previous required Phases for phase/course attending (if applicable)	<div>_____ School code</div> <div>_____ Date of completion</div> <div>_____ Course completed</div> <div>_____ Phase completed</div>	
Soldier has current military and civilian vehicle operator license(s) (if applicable, valid through course end date, enter expiration date) (enter qualification as required per ATRRS SH screen)		
<b>PART III REQUIRED DOCUMENTS</b>		
Permanent Profile attendees have copy of MRB(P3,P4) results, with DA Form 3349 signed by his/her commander, and have an Army doctor-approved alternate aerobic event for APFT (if applicable)		

I have been counseled and have read all requirements applicable to the course I'm being sent to attend. Attendance at this course and class will not pose any known hardship on me and/or my family that would detract from or prevent me from successfully completing course requirements.

**Student's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*I have reviewed the above soldier's qualifications and potential to successfully complete this course; have counseled him/her on these requirements and hereby verify his/her readiness to attend same.*

**Commanding Officer (typed/print name)** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**NOTE:**

*Unit commanders will ensure all soldiers, including walk-ons, enrolled in institutional training meet course prerequisites. Soldiers who report for training must have in their possession a completed pre-execution checklist, signed by the soldier and the unit commander. The Pre-execution checklist will be used to verify routine prerequisites such as line scores, PULHES, and DA Form 1059. Unit commander can further certify the completion of prerequisite testing/evaluation (i.e., typing test). Documentary evidence of security clearance, physical profile, and other non-routine prerequisites are required in addition to the pre-execution checklist. The unit commander's signature on the pre-execution checklist will suffice as certification that the soldier meets routine course prerequisites (as stated above) IAW all requirements of the course as listed in DA Pam 351-4 (U.S. Army Formal Schools Catalogue), the ATRRS prerequisite screen, and DA Pam 611-21 for MOSQ courses. Soldiers reporting for training who do not have in their possession, within 3 working days from the course start date, a completed and signed pre-execution checklist will be returned to their unit, to enforce the importance of the chain-of-command preparing their soldiers for training. Soldiers reporting for training, who do not have in their possession, within 3 working days from the course start date, the documentary evidence of non routine prerequisites (security clearance, physical profile, MRB, etc) will be returned to their unit. The pre-execution checklist is a pre-enrollment requirement for all TASS courses/institutions except OCS, CAS3, CGSOC, and the resident SGM COURSE. The Pre Execution checklist is found in appendix H of this regulation.*

## Glossary

### Section I Abbreviations

**AAR**

After-Action Review

**AAM**

Army Achievement Medal

**AGR**

Active Guard Reserve

**AIT**

Advanced Individual Training

**AMA**

American Medical Association

**APFT**

Army Physical Fitness Test

**ARCOM**

Army Commendation Medal

**BNCOC**

Basic Noncommissioned Officer Course

**Bde**

brigade

**Cdr**

commander

**CONUS**

Continental United States

**CPL**

corporal

**CSM**

Command Sergeant Major

**DA**

Department of the Army

**DFAC**

dining facility

**DOIM**

Directorate of Information Management

**DSN**

Defense Switching Network

**(F)**

female

**FP**

Fort Polk

**JRTC**

Joint Readiness Training Center

**MILES**

Multiple Integrated Laser Engagement Systems

**(M)**

male

**MOS**

Military Occupational Speciality

**MPRJ**

Military Personnel Records Jacket

**NBC**

nuclear, biological, chemical

**NCO**

noncommissioned officer

**NCOA**

Noncommissioned Officer Academy

**NCOES**

Noncommissioned Officer Educational System

**NG**

National Guard

**(P)**

promotable

**Pam**  
pamphlet

**PFU**  
Physical Fitness Uniform

**PLDC**  
Primary Leadership Development Course

**POI**  
Program of Instruction

**POV**  
privately-owned vehicle

**Reg**  
regulation

**SG**  
Small Group Instructor

**SDNCO**  
Staff Duty Noncommissioned Officer

**SGT**  
sergeant

**SOI**  
Signal Operation Instruction

**SPC**  
specialist

**SSGL**  
Senior Small Group Leader

**TA-50**  
Table of Allowances 50

**TDY**  
temporary duty

**TRADOC**  
United States Army Training and Doctrine Command

**UCMJ**  
Uniformed Code of Military Justice

**USBA**  
Uniformed Services Benefit Association

## **Section II** **Terms**

*There are no entries in this section.*

## **Section III** **Special Abbreviations and Terms**

*There are no entries in this section.*